



## CITY OF HAYWARD AGENDA REPORT

Planning Commission

Meeting Date: 12/13/01

Agenda Item: 1

**TO:** Planning Commission

**FROM:** Dyana Anderly, AICP, Planning Manager

**SUBJECT:** Draft Compact for A Sustainable Bay Area

### RECOMMENDATION:

It is recommended that the Planning Commission recommend to the City Council that they adopt a resolution supporting, in concept, the ten "*Commitments to Action*" contained in the Draft Compact for Sustainable Development

### DISCUSSION:

On September 13, 2001 the Planning Commission held a work session to discuss a "Draft Compact for a Sustainable Bay Area" prepared by the Bay Area Alliance for Sustainable Development (Bay Area Alliance). The Bay Area Alliance is a multi-stakeholder coalition established in 1997 to develop and implement an action plan that will lead to a more sustainable region. On behalf of the Bay Area Alliance, Ms. Surlene Grant facilitated the work session. The Planning Commissioners in attendance commented favorably on the spirit of most of the ten "*Commitments to Action*" that are intended to achieve a sustainable society on a regional basis and suggested that the *Commitments* be considered in conjunction with review of the revised General Plan.

The term "sustainability" has been interpreted in various ways, but with some consensus regarding some of the basic elements that make up a sustainable community. Many of those in the policy development and planning fields consider that a sustainable society must balance social **equity**, **economic** prosperity, and **environmental** integrity, and attempt to reconcile the often-competing interests in these three areas. These are also referred to as the "Three Es" of a sustainable community. Notions of what constitutes sustainability are constantly evolving as conditions, ideals and technological capabilities change. You will note that the *Commitments to Action* carry the basic premise that sustainability provides for a growing economy with equitable opportunities for satisfying livelihoods while protecting its natural resources. Because the Bay Area Alliance's *Commitments to Action* are intended to attain a sustainable environment on a regional basis, cooperation between cities is essential; however, each city has only limited abilities to influence the actions of other cities, so the Planning Commission may wish to support the

*Commitments to Action* to the extent that they are meaningful to Hayward. In staff's opinion, with the exception of *Commitments 9 and 10*, which are discussed later in this report, the spirit and intent of the *Commitments* have already been included in the revised General Plan, which will be considered at a public hearing in January 2002,

The *Commitments to Action* supported by the Bay Area Alliance are discussed below.

1. ***"Enable a Diversified, Sustainable and Competitive Economy to Continue to Prosper and Provide Jobs in order to Achieve a High Quality of Life for All Bay Area Residents."***

Staff Comment: Hayward's Economic Development Element, adopted in 1996, focuses on creating a diversified, sustainable, competitive economy. That Element has been integrated into the revised General Plan. The proposed "Economic Development Policies and Strategies" proposed in the revised General Plan embrace business attraction and retention efforts and call for facilitating the development of employment opportunities for residents.

2. ***"Accommodate Sufficient Housing Affordable to All Income Levels within the Bay Area to Match Population Increases and Job Generation."***

Staff Comment: The 2001 Housing Element has been incorporated into the revised General Plan. The Housing Element contains a number of policies and strategies that focus on creating sufficient housing affordable to all income levels in the City of Hayward, including a policy that states, *"Encourage the provision of an adequate supply of housing units in a variety of housing types which accommodate the diverse housing needs of those who live or wish to live in the city."*

3. ***"Target Transportation Investment to Achieve a World-Class Comprehensive, Integrated and Balanced Multi-modal System that Supports Efficient Land Use and Decreases Dependency on Single-Occupancy Vehicle Trips."***

Staff Comment: The draft revised General Plan contains a strategy supporting this commitment, namely, *"Support Expansion and Reconfiguration of Public Transit Service to Meet demand, Provide Greater Mobility, and Reduce Traffic Congestion."*

4. ***"Preserve and Restore the Region's Natural Assets, including San Francisco Bay, Farmland, Open Space, Other Habitats, and Air and Water Quality."***

Staff Comment: Contained within the revised General Plan is a chapter on Conservation and Environmental Protection. Its Policies and Strategies focus on preservation and restoration of Hayward's natural assets.

5. ***“Use Resources Efficiently, Eliminate Pollution and Significantly Reduce Waste.”***

Staff Comment: The City’s draft revised General Plan contains a policy that states, *“Hayward will promote energy conservation.”* Strategies are also cited to carry out that policy.

6. ***“Focus Investment to Preserve and Revitalize Neighborhoods.”***

Staff Comment: The City of Hayward operates many programs to preserve and revitalize neighborhoods, including housing conservation, senior minor home repair, small business assistance, economic development, social services and affordable housing development programs. In addition, the City is a partner in the Eden Area One Stop Employment and Training Center and a board member of the Workforce Investment Board of Alameda County.

7. ***“Provide All Residents with the Opportunity for Quality Education and Lifelong Learning to Help Them Meet Their Highest Aspirations.”***

Staff Comment: The revised General Plan includes a chapter on Community Facilities and Amenities, which includes a section of Schools. The content of this chapter reflects the intent of this *Commitment*.

8. ***“Promote Healthy and Safe Communities.”***

Staff Comment: Under the chapter on “Public Utilities and Services,” the draft revised General Plan speaks to healthy and safe communities in terms of fire protection and emergency response and adequate infrastructure to promote healthy communities.

9. ***“Implement Local Government Fiscal Reforms and Revenue Sharing.”***

Staff Comment: This commitment is intended to encourage changes in the state taxing structure that eliminate economic competition between cities and counties, which in turn is intended to support healthy, environmentally sensitive, and economically viable communities. The City of Hayward has been very supportive of efforts to eliminate economic competition between and among cities and counties. The City has joined with other Alameda County municipalities in efforts to address this problem. Staff is supportive of the spirit of this commitment

10. ***“Stimulate Civic Engagement.”***

Staff Comment: The City has consistently engaged local residents and community organizations in the process of planning, development, and investment decisions through outreach and the public hearing process. Staff is supportive of this commitment.

## Environmental Review

The intent of the issues addressed herein is included with the revised General Plan. Impacts associated with the General Plan are addressed in the Environmental Impact Report prepared for the revised General Plan.


## Public Notice

On December 1, 2001 a notice of public hearing was published in the *Daily Review*.

## Conclusion

Hayward has addressed the intent of the "*Commitments to Action*" within its revised General Plan. While not all of the specific measures suggested by the Bay Area Alliance to implement the "*Commitments*" have been recited as strategies in the revised General Plan, the policies and strategies of the draft General Plan that have been developed by the Planning Commission and the City Council and the public at various work sessions and community meetings reflect the essential intent of the Draft Compact for a Sustainable Bay Area. The entire "*Draft compact for a Sustainable Bay Area*" has been attached for your information.

Prepared by:

  
Dyana Anderly, AICP  
Planning Manager

Attachment:

Draft Compact for a Sustainable Bay Area



BAY AREA ALLIANCE FOR  
SUSTAINABLE DEVELOPMENT

Draft Compact

## Draft Compact for a Sustainable Bay Area: Economy, Environment, Equity

Download this document in PDF format (156kb). Requires [Adobe Acrobat Reader](#).

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## *Bay Area Alliance for Sustainable Development*

Post Office Box 2050  
Oakland, California 94604-2050

Voice: (510)464-7978  
Fax: (510)464-7970

July 2000

Dear Bay Area Friends:

We are pleased to present the *Draft Compact for A Sustainable Bay Area (Draft Compact)* and to invite your active engagement in shaping the final version of this document. The purpose of the *Draft Compact* is to encourage and facilitate a regional conversation about a sustainable future for the Bay Area. It is important to underscore the fact that this is a **DRAFT**.

In order to facilitate a more productive discussion and a greater likelihood of

regional consensus, the member organizations of the Bay Area Alliance for Sustainable Development along with many other participants have worked diligently to reach "**agreement in principle**" on the *Draft Compact*. We are particularly grateful to the county and city officials participating in the 1999 and 2000 General Assemblies of the Association of Bay Area Governments for considering and voting upon the initial draft and deliberating strategies for implementation. Our efforts are intended to be a helpful starting point to engage in a meaningful discussion that will lead to conclusions and actions. There will be a **series of public workshops and meetings** to review and refine this *Draft Compact* before it is finalized. We **welcome** your **feedback** and **input** through the workshops and the response survey, which is available on paper or on-line.

The *Draft Compact* identifies **key regional challenges** and recommends a package of **strategic commitments** to meet those challenges to put the Bay Area on a more sustainable path. The *Draft Compact* embraces and employs "**e-vision**"--integrating the essential **Three Es** of sustainability in order to achieve and maintain a **prosperous economy, quality environment, and social equity**. Hence the design of the cover, with the word "linking" connecting the Three Es to convey the concept of integration.

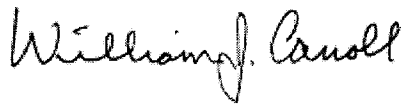
This *Draft Compact* also is a commitment by member organizations of the Bay Area Alliance to take specific steps extending over the next quarter century. It is envisioned that the **final Compact** will be an action plan to guide government, employers, civic organizations and individuals in cooperative efforts that will lead to a more sustainable region.

We recognize that full implementation of the strategies and actions in this document will not ensure that the Bay Area will be sustainable. However, such action would be a **large step in the right direction**. By working together and simultaneously considering social equity, environmental quality, and economic prosperity, we will leave a more sustainable future for generations to come in the Bay Area.

Sincerely,



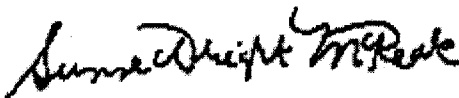
Carl Anthony  
Executive Director  
Urban Habitat  
Program



William J. Carroll  
President  
ABAG Association of  
Governments



Robert L. Harris  
VP Environmental  
Affairs  
Pacific Gas and  
Electric Company



Sunne Wright McPeak



Michele Perrault

President and CEO,  
Bay Area Council

International Vice President  
Sierra Club

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## Introduction

The Bay Area's vibrant economy, spectacular environmental resources, cultural amenities, educational institutions, and the rich diversity of the population make this region a unique and special place. As many growing regions, however, the Bay Area is undergoing rapid changes and facing serious challenges. Traffic congestion, long commutes and overburdened transit systems, the lack of sufficient housing and skyrocketing housing costs, loss of open space, declining neighborhoods, air and water pollution and the increasingly inequitable distribution of the benefits of our thriving economy are interrelated problems that require integrated solutions. Sustaining the region's environment and economy in a way that ensures equity for all residents requires innovative thinking and "**e-vision**"--a balanced, integrated, inclusive, collaborative approach.

### **e-vision**

**e-vision** is a vision of the future that integrates the **Three Es of Sustainable Development** (Three Es): prosperous **economy**, quality **environment**, and social **equity**. **e-vision** is inclusive of all stakeholders; and celebrates the region's diverse social, environmental and economic strengths.

### **Bay Area Alliance for Sustainable Development**

The **Bay Area Alliance for Sustainable Development** (Bay Area Alliance) is a multi-stakeholder coalition established in 1997 to develop and implement a sustainability action plan for the Bay Area. The Bay Area Alliance has embraced the United Nations World Commission on Environment and Development definition of sustainable development as the ability "to meet the needs of the present without compromising the ability of future generations to meet their own needs."

The **overall goal** of the Bay Area Alliance is to reach consensus regionwide among a critical mass of stakeholder organizations and civic leaders regarding a new **shared vision** rooted in **common values** about how the region can grow in a more sustainable manner. The **overarching strategy** is to achieve the regionwide consensus on a new shared vision through the development and adoption of a "**compact**" that can become the foundation for implementation actions by both the public and private sectors at the local, regional, state and national levels.

The Bay Area Alliance is committed to facilitating a **regionwide dialogue** on how the region can grow in a more sustainable manner, and to taking actions

commensurate with achieving that goal. In all activities and deliberations the Bay Area Alliance is employing **e-vision**, integrating the essential Three **Es** in order to achieve and maintain a prosperous **economy**, quality **environment**, and social **equity**.

## **Draft Compact for a Sustainable Bay Area**

The purpose of the *Draft Compact for A Sustainable Bay Area (Draft Compact)* is to invite and encourage a regional conversation about how the Bay Area can grow in a more sustainable manner. It is important to underscore the fact that it is a DRAFT.

The *Draft Compact* identifies key regional challenges and recommends a package of ten strategic commitments to meet those challenges to put the Bay Area on a more sustainable path. This *Draft Compact* is a commitment by member organizations to take specific steps over the next quarter century. It is also a proposed action plan to guide cooperative efforts that will lead to a more sustainable region.

This *Draft Compact* recommends strategies and actions that move toward the essential Three **Es**: prosperous **economy**, quality **environment**, and social **equity**. All are equally important and interdependent. The Three **Es** also represent different constituencies in the Bay Area that, along with local and regional governments, have the ability to accomplish recommended actions. Each constituency views every strategy and action through its particular lens or point of view. The recommendations in the *Draft Compact* will have a positive effect on all Three **Es**.

This *Draft Compact* calls for actions by business, community and civic organizations, and government to bring about the vision. It will be especially important for everyone to consider decisions from the perspectives of all Three **Es**--**economy**, **environment**, **equity**.

## **Initial Input from Local Officials**

The Bay Area Alliance for Sustainable Development initially presented this *Draft Compact* to the Association of Bay Area Governments (ABAG) General Assembly in April 1999. Since then, it has been revised to reflect input received from ABAG, other member organizations and stakeholders, and other participants. The *Draft Compact* and the work of the Bay Area Alliance helped shape the discussion at ABAG's General Assembly in April 2000, which was co-sponsored by the Urban Land Institute and for which the theme was *Smart Growth: Rhetoric to Reality*. The *Draft Compact* is now ready for broader review.

## **Public Review to Shape Compact**

The Bay Area Alliance for Sustainable Development will seek input from Bay Area leaders and the public to refine the *Draft Compact* and develop consensus on the recommended actions. Through workshops in each Bay Area county, a website, and



other means, the Bay Area Alliance will make the *Draft Compact* widely available for review. The input received will be used to finalize the *Compact* before submitting it to the member organizations for approval and implementation. Your involvement and participation will make a difference in the future of the region.

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## Vision

The Bay Area Alliance for Sustainable Development adopted in June 1997 the following Vision:

*"We envision a Bay Area where the natural environment is vibrant, healthy and safe, where the economy is robust and globally competitive, and where all citizens have equitable opportunities to share in the benefits of a quality environment and a prosperous economy."*

The members of the Bay Area Alliance for Sustainable Development agree that a sustainable Bay Area must have the following attributes:

### **Environmental quality is excellent.**

- The Bay Area ecosystem -- including the Bay-Delta Estuary, air quality, wetlands and watersheds, and biodiversity -- is healthy, vibrant, and productive.
- Open space and agriculture are preserved as a result of efficient, compact land use patterns.
- Resources are conserved and waste is eliminated.

### **The economy is prosperous.**

- The regional economy is robust, and productivity is high.
- Unemployment rates are low, and poverty levels are decreased.
- Sufficient housing affordable to the workforce is available close to job centers.
- Traffic congestion is greatly reduced. There is a first-rate public transportation system including water transit and the percentage of single occupant vehicle trips significantly declines.
- Economic well being and quality of life are high in all neighborhoods.

### **The diverse segments of the population share the region's economic prosperity and environmental quality.**

- Education performance is greatly improved, especially among the disadvantaged population.
- Strategic capital investments in priority neighborhoods, in partnership with local neighborhood leaders, improve the physical and social environment,

provide living-wage jobs, and enhance housing opportunities for neighborhood residents.

- The workforce in all sectors and civic leadership throughout the region reflect the diversity of the population.
- Land-use planning, economic development and the transportation network minimize disparities among neighborhoods and municipalities.

The sustainable vision is possible, starting now and continuing over the next quarter century.

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## Challenges

The Bay Area is one of the world's most desirable places to live and work. It has a robust and expanding economy. It is a gateway to the Pacific Rim. It has internationally-known institutions of higher learning. It has a richly-diverse population. It has a climate that is among the best in the nation. And it has natural resources whose beauty is unmatched anywhere in the world.

But the Bay Area also faces major challenges to a prosperous economy, quality environment, and social equity. These challenges are interconnected and must be addressed comprehensively.

1. Sustainable economy. The Bay Area economy has not been immune to recession. In the 1990s, the region experienced the most significant recession since the Great Depression. In aggregate, the recovery from this recession has gone very well. But many people have been left out of the recovery. The gap between the "haves" and "have-nots" has grown in the region. Many workers earn less than a living wage.
2. Housing supply. People travel increasing distances between home and work, leading to traffic congestion, personal stress and excessive time away from families. Housing prices are among the highest in the nation, adding to the problem of homelessness and causing Bay Area workers to live outside the region. Decent, affordable, safe and accessible housing should be available to all Bay Area residents.
3. Transportation system. Historical expansion of the freeway system in the Bay Area has reinforced low-density vehicle-dependent suburban development and more congestion. While funding priorities have shifted in recent years, public transit systems throughout the Bay Area are not sufficiently coordinated and do not provide adequate service, which is especially a hardship in low-income areas.
4. San Francisco Bay, habitats, farmland, open space and other natural assets. Prevailing low-density patterns of development separate homes from job centers, services and other destinations. These patterns are wasting resources, eating up open space, wildlife habitat and farmland, and threatening San Francisco Bay, the region's biodiversity and human health through the degradation of air and water quality.

5. Resource use. Inefficient practices of production and consumption cause pollution and threaten the future prosperity of the economy.
6. Neighborhood integrity. The movement of job centers away from inner city neighborhoods and older suburbs is resulting in concentrations of poverty, deteriorated housing, a lack of adequate job training, public transit and other services, and a growing disparity of incomes between the rich and poor.
7. Educational system. The quality of the K-12 education system has deteriorated to the point where the region is no longer among national educational leaders. The current educational system no longer provides an adequately-prepared workforce, and the future of the region's children is at risk.
8. Community health and safety. Declining inner city neighborhoods and older suburbs have experienced increasing crime and safety concerns. These issues are often exacerbated by environmental degradation in the same areas leading to increasing levels of health-related problems. People move away from unsafe and unhealthy communities, thereby increasing the rate of decline of the community.
9. Local government finance. Because of unreliable sources of funds, local governments often plan land uses that compete with other jurisdictions in order to increase revenues to meet growing demands for social and other municipal services. The result is a growing financial challenge, particularly for inner cities and older suburbs.
10. Civic engagement. Increasing geographic and cultural separation among people of different races, classes, and cultures and a lack of understanding of the dynamics of growth have resulted in a decline of a common civic conscience. People who are stressed by poverty, long commutes, and lack of support networks have little time for involvement in their neighborhoods and communities. Without established mechanisms for ongoing dialogue and policy development, we cannot address emerging regional challenges effectively and equitably.

If present trends continue, the Bay Area quality of life will deteriorate. But trends are not destiny. A more sustainable future is possible through the cooperation of the constituencies of the Three Es -- economy, environment, equity -- working in partnership with government at all levels.

This Draft Compact for a Sustainable Bay Area contains specific Commitments to Action to address the major challenges to achieving a more sustainable region.

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## Implementation

The overall goal of the Bay Area Alliance for Sustainable Development is to achieve more sustainable growth and a smarter land use pattern in the region. Thus, although reaching regional consensus on a final *Compact for a Sustainable Bay Area* will be an important milestone, there must be an ultimate focus on **implementation**.

The impact of implementation will be measured regularly using the **indicators** included in this *Draft Compact* document. The Bay Area Alliance is also developing a compilation of "**best practices**" for communities, businesses, and individual households to promote sustainable development and smart growth.

In addition, the Bay Area Alliance has launched a **Regional Livability Footprint Project** to facilitate regional consensus on how the Commitments in the *Compact for a Sustainable Bay Area* relate to land use. The Regional Livability Footprint Project is being coordinated with the work of the regional agencies on smart growth to develop an "alternative growth scenario" for the Regional Transportation Improvement Plan. There will be an extensive public participation process to reach regional consensus on a preferred Regional Livability Footprint for the future. For more information on how you can get involved, please contact the Bay Area Alliance at (510) 464-7978 or [FootprintBAA@BayAreaAlliance.org](mailto:FootprintBAA@BayAreaAlliance.org).

A high-priority implementation strategy for the Bay Area Alliance is the **Community Capital Investment Initiative** to attract private investment into the poorest neighborhoods in partnership with the community. The Community Capital Investment Initiative is intended to simultaneously tackle poverty with market-based solutions and promote smart growth. Work on this Initiative will provide valuable real-time information and practical lessons on the potential for infill, land recycling, and neighborhood revitalization as strategies for sustainable development.

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## Ten Commitments to Action

The members of the Bay Area Alliance for Sustainable Development propose the following framework for bold action. The Ten Commitments are inextricably interconnected, and they are directly linked to the previous ten challenges. The order of listing is not intended to imply a priority.

1. Enable a diversified, sustainable and competitive economy to continue to prosper and provide jobs in order to achieve a high quality of life for all Bay Area residents.
2. Accommodate sufficient housing affordable to all income levels within the Bay Area to match population increases and job generation.
3. Target transportation investment to achieve a world-class comprehensive, integrated and balanced multi-modal system that supports efficient land use and decreases dependency on single-occupancy vehicle trips.
4. Preserve and restore the region's natural assets, including San Francisco Bay, farmland, open space, other habitats, and air and water quality.
5. Use resources efficiently, eliminate pollution and significantly reduce waste.
6. Focus investment to preserve and revitalize neighborhoods.
7. Provide all residents with the opportunity for quality education and lifelong learning to help them meet their highest aspirations.
8. Promote healthy and safe communities.

9. Implement local government fiscal reforms and revenue sharing.
10. Stimulate civic engagement.

These Ten Commitments to Action form the centerpiece of the Draft Compact for a Sustainable Bay Area. The Draft Compact sets forth an overview statement and specific actions associated with each of the ten commitments.

### **1. Enable a Diversified, Sustainable and Competitive Economy to Continue to Prosper and Provide Jobs in order to Achieve a High Quality of Life for All Bay Area Residents.**

The Bay Area Alliance will work to strengthen the regional economy to reduce the aggregate effect of future global, national, state or regional recessions. We will seek to ensure that all sectors of the Bay Area population have the opportunity to participate in the region's growing economic prosperity.

We commit ourselves to:

- Support and lead collaborative actions to enhance the region's economic strengths and minimize its weaknesses while ensuring its comparative advantage, protecting the environment and improving social equity.
- Encourage businesses in environmental technologies, material recycling, energy efficiency, brownfields reuse and those that employ the disadvantaged.
- Participate in discussions on: growth and sustainability; the nature and quality of jobs in the region; the relationship of a living wage and sustainability; and strategies to promote a living wage without affecting competitive position.
- Encourage the location of jobs near places where workforce housing exists, and link jobs and housing with convenient, affordable transit service.
- Link employer-based workforce development to the schools, including technical and vocational schools.

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### **2. Accommodate Sufficient Housing Affordable to All Income Levels within the Bay Area to Match Population Increases and Job Generation**

The Bay Area Alliance will work to protect and expand the supply of housing that is needed by and affordable to all residents. Actions will be taken to promote housing the most needy, current and future workers of all income levels in locations near transit, community services and places of employment. We will coordinate our efforts with regional agencies, local, state and federal governments, employers, community organizations, developers, non-profits, business associations, economic development organizations, foundations and lenders.

The Bay Area Alliance supports optimizing the potential for meeting land use needs

for new housing and jobs through increasing average densities with infill, land recycling, transit villages, development of closed military bases, and revitalization of poor and older neighborhoods while avoiding displacement. However, we recognize that even with optimizing these strategies to achieve more efficient land-use, there might likely need to be growth in Bay Area urban and suburban communities, but not in identified environmentally sensitive areas, in order to meet the regional housing needs. The Bay Area Alliance encourages management of growth in a way that uses land efficiently, reduces automobile dependency, minimizes inter-regional impacts and provides sufficient housing opportunities to all income levels.

We commit ourselves to:

- Reach out to financial institutions to encourage diverse housing types and mixed-use investments at transit-supportive densities within urban areas, near transit, which reuse underutilized or deteriorated areas.
- Work with local community organizations to learn about their needs for housing and services, including needs of the homeless, and encourage community organizations to participate in planning, advocacy and implementation.
- Advocate in support of mixed-density and mixed-income residential development, particularly in areas with transit and other services.
- Support efforts to use existing housing stock efficiently, by encouraging second units, group housing and similar mechanisms.
- Support community-based efforts to retain and expand the supply of existing affordable housing and the adoption of measures to prevent displacement.
- Advocate local government actions, such as amending general plans and zoning ordinances, and providing incentives, such as permit fast tracking, to encourage affordable housing development, especially near transit.
- Advocate changes in federal and state legislation to provide incentives for the development of resource-efficient, affordable housing near transit, community services and places of employment, and to address barriers such as construction defect litigation.
- Establish an Affordable Housing Trust Fund to assist jurisdictions in providing their fair share of affordable housing.
- Support state legislative reform to improve the fair share housing process and provide financial and other incentives to strengthen local jurisdictions' abilities to meet their fair share responsibilities.
- Support preservation and conservation of existing housing stock such as housing at closing military bases, single residential occupancy hotels and other affordable housing.
- Support existing fair housing laws and prohibitions against discrimination in housing.

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### **3. Target Transportation Investment to Achieve a World-Class Comprehensive, Integrated and Balanced Multi-modal System that**

## **Supports Efficient Land Use and Decreases Dependency on Single-Occupancy Vehicle Trips**

To increase the effectiveness of investments, the Bay Area Alliance will work with transportation planning agencies and all advocacy groups to maintain and preserve existing transportation facilities and to invest in an integrated transportation system which improves access and mobility of people, goods and services throughout the region, and minimizes environmental impacts, particularly on air and water resources.

The Bay Area Alliance supports maximizing alternatives to single-occupant vehicle travel with incentives and priorities for the development of a comprehensive, integrated, seamless public transit system. To achieve such a viable public transit system, there must be better coordination among transit agencies as well as increased funding. To improve mobility, simultaneous strategic investments must be made in key roadway systems. All investments should be subject to a comparative mobility and access evaluation of the performance of similar investments in other transportation modes.

In addition, the Bay Area Alliance will work with others to promote improved linkages between transportation investments and land use planning to help ensure effective and efficient use of transportation funds.

We commit ourselves to:

- Encourage the Metropolitan Transportation Commission (MTC) and its partners to plan to achieve an effective and efficient integration of transportation systems that improve mobility and promote environmental protection and a healthy, durable economy.
- Support the transportation services, regulations and facilities that complement compact land-use patterns.
- Encourage more transit express routes that increase ridership to existing high volume destinations and developments.
- Support the linking of existing high-occupancy vehicle lanes and increased strategic bus and water transit services to create a high-speed transit system for the region.
- Support efforts to improve the efficiency, coordination and affordability of transit services, including high-speed water transit, BART, CalTrain and other trains, light rail and buses in order to achieve an integrated, comprehensive, region wide, seamless public transit network.
- Encourage the restoration and expansion of transit service during both commute and non-commute times to under-served neighborhoods and populations (e.g., seniors, schoolchildren, etc.).
- Advocate that MTC continue to give priority to the repair, maintenance and improvement of existing freeways while addressing new or expanded facilities with a comparative evaluation of surface transportation to public transit alternatives in order to increase total system efficiency.
- Consider the implementation of congestion pricing and other pricing reforms

that do not unduly burden vulnerable populations as a means of motivating alternatives to single-passenger vehicle trips and generating additional financial resources for transportation system improvements, with a priority on improving public transit service in congestion corridors.

- Advocate for a safe, convenient network of bicycle and pedestrian facilities which serve and/or link residential, employment, commercial, recreational and transit service areas.
- Support the integration of new surface transportation and transit improvements to relieve key bottlenecks and maximize efficiency of movement for the Bay Area population.
- Support investment in transportation infrastructure for the efficient movement of people and commerce using seaports, airports, rail, and highways, at a level sufficient to maintain the competitiveness of the region.
- Support the continuing efforts of MTC to conduct an equity analysis of the Regional Transportation Plan process and to consider the social equity impact of new transportation investments.

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#### **4. Preserve and Restore the Region's Natural Assets, including San Francisco Bay, Farmland, Open Space, Other Habitats, and Air and Water Quality**

The Bay Area Alliance will work with others to identify and protect high-priority lands, waterways and the San Francisco Bay. We will seek resources to develop a region-wide plan and map showing which lands should be considered for restoration and preservation and which could be considered for development, consistent with sustainability criteria. These criteria must include the encouragement of compact, mixed-use, mixed-income development in existing developed areas to ensure that land is used efficiently (including the reuse of brownfields). The criteria should also include matching jobs with housing, linking homes, jobs and services, and reducing dependence on motor vehicles. Recognizing that the Bay Area already has lost extensive habitat, we will work to obtain funds for land protection, restoration and management, through acquisition and other means, to protect wetlands and watersheds and to preserve open space, prime agricultural land, wildlife habitat, and natural resources and to provide appropriate public access. We will work with local and regional park and open space agencies, environmental organizations, and local governments to identify priority areas. We will coordinate efforts to obtain funds from federal and state governments, foundations, and other sources.

We commit ourselves to:

- Support efforts to protect and restore the Bay-Delta Estuary.
- Support an open space initiative/regional bond measure.
- Address the particular needs for open space, environmental cleanup, and resource/habitat protection in urban areas and low-income neighborhoods, and promote environmental responsibility throughout the region.



- Develop plans to set priorities for natural resource preservation, including wetlands restoration and preservation, informed by best available science.
- Support coordinated advocacy efforts to obtain funds for planning, acquisition, restoration and stewardship and appropriate public access incentives.
- Advocate incentives for landowners to practice good environmental stewardship.
- Work with farmers to develop policies and incentives that promote environmentally-responsible agricultural practices.
- Coordinate land acquisition efforts with environmental and community-based organizations.
- Link land protection/management programs to local economic development and employment efforts, including assistance to family farmers and farm workers.
- Support urban growth boundaries, provided that complementary policies and incentives are adopted that ensure that new jobs generated and needed housing are accommodated within the boundaries in a manner emphasizing revitalization and reuse.
- Implement strategies to reduce water pollution, especially non-point source run-off, and promote watershed management practices for the Bay and associated waterways.
- Reduce air pollution, especially from mobile sources.
- Support public-private partnerships to improve the efficiency of environmental regulation while simultaneously improving environmental performance and enforcement of existing environmental laws and regulations.
- Support the study of the relationship of carrying capacity to growth.

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## **5. Use Resources Efficiently, Eliminate Pollution and Significantly Reduce Waste**

To improve resource efficiency, the Bay Area Alliance will work to support leadership by utilities, manufacturers, builders, other businesses, institutions, public agencies and consumer groups that encourage the efficient use and reuse of resources, including water and energy, and the elimination of pollution and reduction of waste.

We commit ourselves to:

- Seek tax and other incentives, and work to eliminate existing disincentives, to encourage producers and consumers to minimize the environmental impact associated with their energy and resource use.
- Encourage high quality design and "green" building materials through a cooperative effort involving industry, government and community organizations.
- Emphasize the use of goods and services produced, packaged and transported

- in an environmentally and socially responsible fashion.
- Encourage more resource efficient production and construction processes.
- Support local and regional recycling and resource recovery programs, emphasizing resource cycling.
- Encourage the use of energy and water efficient technologies in new building design and retrofit of residential, business and institutional facilities.
- Encourage the substitution of renewable for non-renewable energy resources, and reduction in energy use.
- Encourage households, industry, government and agriculture to reduce the use of harmful pesticides, fertilizers and other potential pollutants.
- Reduce greenhouse gas emissions.
- Encourage development of total ecological production processes.

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## **6. Focus Investment to Preserve and Revitalize Neighborhoods**

The Bay Area Alliance will work to establish a Community Investment Program ("Community Capital Investment Initiative") which supports neighborhood revitalization efforts while encouraging compact, efficient development patterns. The program, which is intended to complement existing efforts, will focus job development and training, community improvements, and social services in neighborhoods experiencing decline, including inner cities, older suburbs, and the 46 most impoverished neighborhoods in the Bay Area. The program will provide assistance to community-based entrepreneurs. It will also encourage employers with high growth opportunity to locate in these areas and use indigenous vendors for needed services to the extent possible.

We commit ourselves to:

- Recruit community and Bay Area business leaders to participate in developing and adopting a Community Investment Program ("Community Capital Investment Initiative").
- Support and strengthen the efforts of economic development organizations in the region that invest in stimulating local entrepreneurship in identified neighborhoods that are in decline or at risk, while minimizing resident displacement.
- Seek ways to address the adverse impacts of gentrification and displacement of low-and moderate-income residents.
- Work to assure that environmental, housing and infrastructure problems that discourage investment in these neighborhoods are addressed, including training and incentives for self-help neighborhood projects.
- Support and strengthen community-based financial institutions to facilitate neighborhood revitalization in low-income communities.
- Work with service providers to assure adequate job training and support programs for local residents.
- Encourage business incubators, and vendors and suppliers to regional growth-industry clusters, to locate in impoverished neighborhoods to complement

- local entrepreneurship.
- Support and strengthen the efforts of employers who recruit, hire, and train currently unemployed or underemployed welfare recipients and the working poor for jobs with career and income growth potential.
- Ensure that new industrial development is compatible with neighborhood and community needs.

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## **7. Provide All Residents with the Opportunity for Quality Education and Lifelong Learning to Help Them Meet Their Highest Aspirations**

To improve educational performance, the Bay Area Alliance will establish a "support for schools" program, working with local school districts, community organizations, residents and employers. The focus will be on investment in and improvement of the quality of public education performance at the primary, secondary, and post-secondary levels. Performance indicators will include levels of achievement and rates of graduation, especially for low-income youth and those living in impoverished neighborhoods.

We commit ourselves to:

- Support school reform programs and state and local school bond measures, consistent with sustainable community development.
- Support mentoring programs.
- Encourage parental and community involvement.
- Support programs that help ensure students have both basic education and job skills.
- Advocate education on the environment, sustainable living, and environmentally-responsible consumption throughout the region, within inner city and suburban communities alike.
- Advocate adequate, stable and equitable funding for all schools.
- Support targeted efforts, including increased funding, to improve school performance in the poorest neighborhoods.

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## **8. Promote Healthy and Safe Communities**

To break the cycle of community decline leading to increased crime, which in turn leads to more community decline, the Bay Area Alliance will work to enhance the safety and health of inner city and older suburban neighborhoods. In this effort, we will work with the Bay Area Partnership: Building Healthy and Self-Sufficient Communities for Economic Prosperity and others to build on the assets of families, neighborhoods and individuals rather than focusing on deficits.

We commit ourselves to:

- Work with the Bay Area Partnership and others to help ensure that residents of all communities have access to adequate health care and community facilities.
- Encourage community policing where police officers have longer-term assignments on specific beats in order to facilitate closer relations between police and community residents.
- Support efforts that lead to toxic-free communities.
- Seek opportunities to support and participate in local neighborhood social and cultural events.
- Support and strengthen efforts that facilitate community access to clean, healthy food supplies and enhance food security.
- Advocate for performance-based "good neighbor agreements" that ensure worker and neighborhood health and safety.
- Continue to support the Bay Area's leadership in family planning services.
- Support enhancing human services for families, youth and children.

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## **9. Implement Local Government Fiscal Reforms and Revenue Sharing**

To address local government finance and fiscal inequity and uncertainty, which currently motivates local governments to plan and zone for revenue rather than for balanced communities, the Bay Area Alliance will advocate changes in legislation and practices at the state, regional and local level. The goals will be to reduce competition between jurisdictions for development, reduce economic polarization in the region, and increase cooperation. We will pay particular attention to improving the fiscal health of economically-distressed inner cities and older suburbs.

We commit ourselves to:

- Advocate changes in state legislation to provide local governments with adequate and stable tax revenues.
- Establish cooperative, rather than competitive, economic development programs at the subregional and regional levels.
- Encourage local governments to work together to determine how to allocate and share tax revenues.
- Support expansion and strengthening of sub-regional and regional cooperative land-use planning and implementation efforts.
- Support legislative reforms that reduce the fiscalization of land use.

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## **10. Stimulate Civic Engagement**

To improve civic engagement, the Bay Area Alliance will celebrate the diversity of the Bay Area and will work to establish means of conversing and cooperating

across racial, ethnic, cultural, age and class lines, and jurisdictional boundaries. We will also seek to assure that people have the support and services they need in order to participate in community decision making. To address emerging regional challenges we will promote the establishment of appropriate forums for ongoing policy discussions and development.

We commit ourselves to:

- Engage local residents and community organizations as equal partners in planning, development, and investment decisions.
- Support efforts to provide needed services, such as child care, youth programs and elder care in neighborhoods and at places of employment so that people have time to participate in community events, planning and decision-making.
- Continue to actively engage in ongoing multi-stakeholder dialogue to address regional sustainability issues.
- Work with others, including the school community, to enhance understanding of the concept of sustainability, civic engagement and the interdependence of the economy, environment and social equity, including the equity impact of public investments.
- Support a continued analysis of other metropolitan regional models.
- Encourage and support ongoing models of cooperation in the Bay Area.
- Encourage local governments to consider the regional impact of their local decisions.
- Encourage inter-regional dialogue on sustainable development issues.

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## Appendix A: Sustainable Development Indicators

This section on Sustainable Development Indicators is a key companion document to the *Draft Compact* and an integral component of the overall implementation strategy. Widely distributed regular public reports about the status and progress on standardized indicators will help increase the general awareness of the concept of sustainable development. Additionally, indicators provide a mechanism for motivation as characterized by the adage: "what gets measured gets done." Furthermore, indicators may help encourage the behavioral changes that could move the Bay Area towards a more sustainable path.

Following are a set of broad indicators, listed by Commitment in the *Draft Compact*, that the Bay Area Alliance will use to measure status and gauge progress (or lack thereof) toward sustainability. Where feasible, data will be tracked annually. In addition to these broad indicators, others will be developed for many of the commitments and initiatives associated with them. The Bay Area Alliance also recognizes that the indicators to be tracked may change over time. The following are only those indicators to be tracked initially. As experience is gained, the Bay Area Alliance may choose to add additional indicators and/or delete some of them. This group of indicators is intended to get the Bay Area Alliance started on the path

of tracking and publicly reporting the status of sustainability in the region.

This set of indicators is expected to be widely published by the Bay Area media and will provide a periodic "report card" to the residents of the Bay Area. The Bay Area Alliance recognizes that some of the indicators will require the development of new data sets. The Bay Area Alliance strongly recommends that all applicable agencies, institutions and jurisdictions implement a dedicated and funded data collection and analysis effort on a continuing basis to facilitate and eventually automate the collection, analysis and public dissemination of the sustainable development indicators.

**1. Enable a Diversified, Sustainable and Competitive Economy to Continue to Prosper and Provide Jobs in order to Achieve a High Quality of Life for All Bay Area Residents**

**Indicators:**

- a. Annual Gross Regional Product (GRP) / Annual Genuine Progress Indicator (GPI).
- b. Persons below the poverty line (percentage of the population), including data by ethnicity and gender.
- c. Workers with jobs earning less than living-wage (percentage of the workforce) and without benefits, number of new living-wage jobs and number of new small businesses, including data by ethnicity and gender.
- d. Median per capita income, mean income per capita, per capita income of the lowest and highest quintiles of income, and the Gini coefficient.

**2. Accommodate Sufficient Housing Affordable to All Income Levels within the Bay Area to Match Population Increases and Job Generation**

**Indicators:**

- a. Housing starts vs. new jobs and population increases (annual and cumulative).
- b. Percent of low- and moderate-incomes spent on housing by renters and homeowners and on commuting, including data by ethnicity and gender.
- c. Housing units needed in job surplus areas to alleviate severe congestion.
- d. Average density of new housing and percent of total housing within 1/2 mile of transit nodes.
- e. Number of homeless, including data by ethnicity and gender.

**3. Target Transportation Investment to Achieve a World Class Comprehensive, Integrated and Balanced Multi-modal System that Supports Efficient Land Use and Decreases Dependency on Single Occupancy Vehicle Trips**

**Indicators:**

- a. Commuting modes, commuting time, transit-served households, and transit-served jobs, including data by ethnicity and gender, and low-income and zero-vehicle households. ("Transit-served" is defined as "frequent and reliable service.")
- b. Vehicle miles traveled per capita by mode.

#### **4. Preserve and Restore the Region's Natural Assets, including San Francisco Bay, Farmland, Open Space, Other Habitats, and Air and Water Quality**

##### **Indicators:**

- a. Land use over time: urbanized land, protected parkland (urbanized and unurbanized areas), agricultural/rangeland in use, agricultural/rangeland, wetlands, protected open space (urbanized and unurbanized areas), and other unurbanized land.
- b. Water use per capita (residential and non-residential) and percent reused.
- c. Ecological impact on all land of the Bay area population over time.
- d. Progress towards restoring the ecological health of the Bay as determined by the CalFed Bay-Delta process. (This will be refined over time.)

#### **5. Use Resources Efficiently, Eliminate Pollution and Significantly Reduce Waste**

##### **Indicators:**

- a. Energy use (including percent renewable) and carbon dioxide gas emissions per capita, residential and non-residential.
- b. Days in violation of air quality standards.
- c. Solid waste per capita and percent recycled.
- d. Amount of particulate matter per capita in targeted low-income neighborhoods and in the region.
- e. Toxic pollutants discharged into San Francisco Bay.

#### **6. Focus Investment to Preserve and Revitalize Neighborhoods**

##### **Indicators:**

- a. Poverty and types of investment in targeted low-income neighborhoods.
- b. Unemployment in targeted low-income neighborhoods and in the region, including data by ethnicity and gender.
- c. Acres of designated brownfields and percent rehabilitated in targeted low-income neighborhoods.
- d. Percent change in composition of residents and small businesses in targeted low and moderate-income neighborhoods, including 30-day notices and eviction rates.
- e. Neighborhood satisfaction in targeted low- and moderate-income neighborhoods and in the region.

## **7. Provide All Residents with the Opportunity for Quality Education and Lifelong Learning to Help Them Meet Their Highest Aspirations**

### **Indicators:**

- a. Educational performance based on testing.
- b. Educational performance of students, including data by ethnicity and by school, based on outcomes.
- c. Educational investment: total dollars spent per public school pupil from all sources.
- d. Availability of and participation in low-cost adult education.

## **8. Promote Healthy and Safe Communities**

### **Indicators:**

- a. Crime victimization rate: Bay Area vs. targeted low-income neighborhoods, tracked annually.
- b. Percent of children and adults covered by medical insurance, tracked annually.

## **9. Implement Local Government Fiscal Reforms and Revenue Sharing**

### **Indicators:**

- a. Amount of tax revenue shared among local governments, tracked annually.
- b. Municipal revenue sources (aggregated), tracked annually.

## **10. Stimulate Civic Engagement**

### **Indicators:**

- a. Percent of eligible people who vote by age, gender and race/ethnicity (tracked regularly to recognize election cycles).
- b. Diversity of race and gender of elected officials in the Bay Area compared to population in the Bay Area, over time.

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# **Appendix B**

## **Historical Perspective of the Bay Area Alliance for Sustainable Development**

The Bay Area Alliance for Sustainable Development (Bay Area Alliance) is a multi-stakeholder coalition established in 1997 to develop and implement an action plan that will lead to a more sustainable Bay Area. It is founded on the principle of the **Three Es of Sustainable Development--prosperous economy, quality**



**environment, and social equity** -- and embraces **e-vision** -- a vision of the future which integrates the Three Es into a balanced, inclusive, collaborative approach to achieving a more sustainable region. The Bay Area Alliance adopted the definition of sustainable development endorsed by the United Nations' World Commission on Environment and Development: *"Meeting the needs of the present without compromising the ability of future generations to meet their own needs."*

In late 1996, Richard Clarke, retired Chairman and CEO of Pacific Gas & Electric Company and Michele Perrault, International Vice President of the Sierra Club, both members of the President's Council on Sustainable Development (PCSD), presented the idea of a regional sustainable development initiative to the General Assembly of the Association of Bay Area Governments (ABAG) and to representatives of business, environment, and social equity organizations in the Bay Area. In order to ensure that all 3 Es and government were represented in the leadership of the Bay Area Alliance, Carl Anthony, Executive Director of the Urban Habitat Program (representing equity), Charlotte Powers, President of ABAG (representing government) and Sunne Wright McPeak, President and CEO of the Bay Area Council (representing business) were recruited to join Richard Clarke (representing economy) and Michele Perrault (representing environment). These five individuals constituted the original Steering Committee of the Bay Area Alliance. Mr. Clarke recently transitioned his leadership role to Mr. Robert Harris, Vice President Environmental Affairs, Pacific Gas & Electric Company. Ms. Powers transitioned her leadership role in the Bay Area Alliance as she transitioned her presidency of ABAG to Mary King and most recently to William Carroll. The current Steering Committee are the individuals who signed the introductory letter in this document.

The first meeting of the Bay Area Alliance for Sustainable Development was convened on March 31, 1997. Quarterly meetings have been held since then. In order to carry out an adopted work plan and to develop this *Draft Compact*, the Bay Area Alliance established five working caucuses and six working groups to include a broad cross-section of perspectives and representation. The caucuses ensure ongoing input from the perspectives of each of the Three Es, local government, and local community-based sustainability initiatives. The caucuses are:

- Social Justice
- Environment
- Business-Employer and Economic Development
- Local Government/Regional Agencies
- Local/Sub-regional Sustainability Programs Roundtable

The working groups included balanced participation from each of the caucuses and provided initial input and recommendations for the *Draft Compact*. The working groups are:

- Housing, Jobs and Access
- Environmental Quality and Biodiversity
- Public Education and Media Strategy

- Tax and Fiscal Policy
- Sustainable Development Indicators
- Best Practices

More than 200 people have participated in the caucuses and working groups. Each member organization of the Bay Area Alliance, all of which are listed on the inside of the cover, agrees in principle with the vision and direction of this *Draft Compact for a Sustainable Bay Area*. However, this *Draft Compact* is not an end, but to paraphrase Winston Churchill, merely the end of the beginning. There will be a series of focus groups and workshops throughout the region to obtain feedback and input, and to refine and finalize the document.

The Bay Area Alliance is founded on the premise that the people of the Bay Area want to preserve the environmental, economic, and social attributes of the region for generations to come. There has already been much work to preserve and enhance these attributes. The Bay Area Alliance acknowledges the contributions of the people and groups that have worked and continue to work for sustainability and is building on these efforts to develop a broad, effective constituency of support for actions that will promote a more sustainable region. The Bay Area Alliance also acknowledges the interdependence of the Bay Area's sub-regions and strives to make the concept of "region" a value for all Bay Area residents. Additionally, it recognizes the inter-relationship of the Bay Area with adjoining regions in California.

Inspired by the work of the President's Council on Sustainable Development, the Bay Area Alliance operates within a national context and seeks to exemplify the theme in the two PCSD reports: *Sustainable America: A New Consensus* (1996), and *Towards a Sustainable America: Advancing Prosperity, Opportunity, and a Healthy Environment for the 21st Century* (1999), that a sustainable America can only be achieved by creating sustainable communities. While recognizing that they may not sufficiently address the specifics of the Bay Area region, the Bay Area Alliance used as a guide in formulating its work plan the principles set forth by PCSD as follows:

1. To achieve our vision of sustainable development, some things must grow--jobs, productivity, wages, capital and savings, profits, information, knowledge, and education--and others--pollution, waste, and poverty--must not.
2. Change is inevitable and necessary for the sake of future generations and for ourselves. We can choose a course for change that will lead to the mutually reinforcing goals of economic growth, environmental protection, and social equity.
3. Steady progress in reducing disparities in education, opportunity, and environmental risk within society is essential to economic growth, environmental health, and social justice.
4. The United States has made great progress in protecting the environment in the last 25 years, and must continue to make progress in the next 25 years. We can achieve that goal because market incentives and the power of

consumers can lead to significant improvements in environmental performance at less cost.

5. Economic growth based on technological innovation, improved efficiency, and expanding global markets is essential for progress toward greater prosperity, equity, and environmental quality.
6. Environmental regulations have improved and must continue to improve the lives of all Americans. Basic standards of performance that are clear, fair, and consistently enforced remain necessary to protect that progress. The current regulatory system should be improved to deliver required results at lower costs. In addition, the system should provide enhanced flexibility in return for superior environmental performance.
7. Environmental progress will depend on individual, institutional, and corporate responsibility, commitment, and stewardship.
8. We need a new collaborative decision process that leads to better decisions; more rapid change; and more sensible use of human, natural, and financial resources in achieving our goals.
9. The nation must strengthen its communities and enhance their role in decisions about environment, equity, natural resources, and economic progress so that the individuals and institutions most immediately affected can join with others in the decision process.
10. Economic growth, environmental protection, and social equity are linked. We need to develop integrated policies to achieve these goals.
11. The United States should have policies and programs that contribute to stabilizing global human population; this objective is critical if we hope to have the resources needed to ensure a high quality of life for future generations.
12. Even in the face of scientific uncertainty, society should take reasonable actions to avert risks where the potential harm to human health or the environment is thought to be serious or irreparable.
13. Steady advances in science and technology are essential to help improve economic efficiency, protect and restore natural systems, and modify consumption patterns.
14. A growing economy and healthy environment are essential to national and global security.
15. A knowledgeable public, the free flow of information, and opportunities for review and redress are critically important to open, equitable, and effective decision making.
16. Citizens must have access to high-quality and lifelong formal and non-formal education that enables them to understand the interdependence of economic prosperity, environmental quality, and social equity, and prepares them to take actions that support all three.

In 1999 the Bay Area region and the Bay Area Alliance were selected as one of four regional pilots in the nation by the Partnership for Regional Livability, a consortium of major foundations and federal agencies dedicated to advancing sustainable development and smart growth. The Bay Area Alliance is significantly enhanced by the association with the Partnership for Regional Livability and will benefit greatly from future assistance.

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